

August 25, 2016

Ms. Janice Fukai  
Alternate Public Defender  
320 West Temple Street  
35 Hall of Records  
Los Angeles, California 90012

Dear Ms. Fukai:

The Quality and Productivity Commission thanks you for an informative Department Visit on August 24, 2016. We are pleased the Alternate Public Defender's Office (APD), with its "startup culture" of creativity and innovation, continues to be a role model for the effectiveness of Commission programs.

APD staff has successfully implemented several process improvement initiatives with financial support from the Productivity Investment Fund, and we look forward to future partnerships.

During the Department Visit, Commissioners were impressed with your foresight and collaboration with other justice entities to address the complicated issues surrounding the deployment of body-worn cameras for patrol deputies.

Commissioners support development of a secure Digital Evidence Management solution that would 1) ensure proper handling of body camera videos; 2) provide access to justice agencies and stakeholders to assist clients; and 3) adhere to legal requirements for the handling and storage of the videos. The Commission commends your participation in the ISAB-led task force, which currently is working on this issue.

The passage of Proposition 47 clearly has impacted APD operations. Commissioners were impressed that you and your team have successfully reviewed over 12,000 cases, 5,000 of which have led to reduced sentences, in less than two years. We look forward to seeing future statistics on outcomes as a result of the new "Fresh Start Now" procedure.

Members of the Commission also recognize your quality and productivity improvements in the following areas:

- Maximizing use of the Workload Difficulty Index, which has positively impacted employee morale and fostered a culture of mutual support among staff



**County of Los Angeles  
Quality and Productivity  
Commission**

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**"To enrich lives through  
effective and caring service"**

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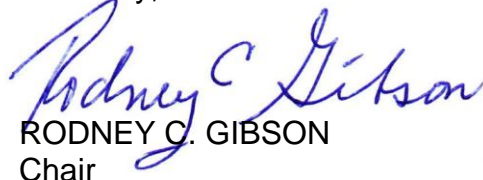
- Enhancing the functionality of the CMS to include eSubpoena and eProbation, which improves employee productivity
- Accelerating the use of videoconferencing between attorneys and clients, resulting in better customer service and reducing the carbon footprint of APD attorneys

We look forward to working with you on a range of quality and productivity issues to improve County services, including:

- Working in collaboration with the Sheriff and justice stakeholders on an architecture for body-worn cameras for law enforcement
- Identifying funding to upgrade the APD Legacy System to new technology that will interface with Public Defender databases
- Exploring options to assist clients with rehabilitative services as a means of reducing recidivism

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Robert Meneses and Maria Cordero. Please contact Victoria Pipkin-Lane, Executive Director, at (213) 974-1361 for additional information.

Sincerely,



RODNEY C. GIBSON  
Chair

RCG:VPL:LP

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